

Cover page	
Meeting	Trust Board
Agenda Item No.	Public Agenda – Item 11
Paper Title	Organisational Development 6 month delivery plan update
Date of meeting	
Date paper was written	July 2019
Responsible Director	Victoria Rankin, Workforce Director
Author	Paula Dabbs Head of OD
Executive Summary	
<p>A draft of the Organisational Development (OD) plan was presented to Workforce Committee in March. The committee recognised the work that had gone into producing the plan and that it had the ability to improve the organisation for both staff and patients. However the committee requested further assurance that the plan is owned by the full executive and senior leadership team as the committee are looking for confidence in delivery.</p> <p>The committee agreed that it was critical that development work continues and achieves greater pace therefore the committee agreed the need to approve and support the delivery of a 6-month OD delivery plan.</p> <p>The plan was been developed using diagnostic analysis included Staff Survey 2018 results, CQC report, Deloitte Well-led, Freedom to Speak Up Guardian data and a series of staff focus groups have been undertaken to gain feedback over the detail of the plan.</p> <p>This delivery plan is monitored monthly through Workforce Committee, with the full plan proposed for Board October 2019 as part of the broader People and OD Strategy.</p> <p>The 6 month plan encompasses 5 key areas: Leadership Development Values and behaviours Psychological safety Innovation and change Staff engagement</p> <p>To note We remain on track for the majority. The SaTH conversation timeline has moved, and CEO Breakfast sessions are postponed indefinitely (comments in red within the plan) Human factors – this has become a 90 day goal for a Trust ThinkOn Mastercoach and work is ongoing</p>	
Previously considered by	Workforce Committee

The Board is asked to:			
<input type="checkbox"/> Approve	<input type="checkbox"/> Receive	<input type="checkbox"/> Note	<input checked="" type="checkbox"/> Take Assurance
To formally receive and	To discuss, in depth,	For the intelligence of the	To assure the Board that

discuss a report and approve its recommendations or a particular course of action	noting the implications for the Board or Trust without formally approving it	Board without in-depth discussion required	effective systems of control are in place
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Link to CQC domain:

<input checked="" type="checkbox"/> Safe	<input checked="" type="checkbox"/> Effective	<input checked="" type="checkbox"/> Caring	<input checked="" type="checkbox"/> Responsive	<input checked="" type="checkbox"/> Well-led
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Link to strategic objective(s)	<p><i>Select the strategic objective which this paper supports</i></p> <p><input type="checkbox"/> PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare</p> <p><input type="checkbox"/> SAFEST AND KINDEST Our patients and staff will tell us they feel safe and received kind care</p> <p><input type="checkbox"/> HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities</p> <p><input checked="" type="checkbox"/> LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions</p> <p><input checked="" type="checkbox"/> OUR PEOPLE Creating a great place to work</p>
Link to Board Assurance Framework risk(s)	<p><i>Are any Board Assurance Framework risks relevant to the paper?(see list at end of paper)</i></p>

Equality Impact Assessment	<p><input checked="" type="radio"/> Stage 1 only (no negative impact identified)</p> <p><input type="radio"/> Stage 2 recommended (negative impact identified and equality impact assessment attached for Board approval)</p>
Freedom of Information Act (2000) status	<p><input checked="" type="radio"/> This document is for full publication</p> <p><input type="radio"/> This document includes FOIA exempt information</p> <p><input type="radio"/> This whole document is exempt under the FOIA</p>
Financial assessment	<p><i>Is there a financial impact associated with the paper?</i></p>

R	Outstanding
A	In Progress
G	Complete
U	Not yet started

Organisational Development delivery plan April-October 2019

The OD plan details four key areas of focus; Behaviours and respect, Leadership Development, Psychological safety and Innovation and change with a cross cutting theme of staff engagement. The plan below details the first six month delivery to support our cultural improvement

This response cannot be viewed in isolation as it is cross cutting with priorities within the Staff Survey response plan

		Lead	By When	Status
1	Values and Behaviours			
1.1	Refreshed Womens and Childrens bespoke OD plan agreed and programme identified	John Skelton	Mar-19	G
1.2	Agreed bespoke OD plan for Emergency Department and programme of work commenced	Charlotte Banks	Apr-19	G
1.3	Train 8 Values, Behaviour and Attitude interviewers to be able to deliver training and increase capacity across the organisation	Kerry Cleary/ OD team	Apr-19	G
1.4	Train a cohort of trainers to be able to deliver Values Based conversation training	Kerry Cleary/ OD team	Apr-19	G
1.5	Reengage with Trust coaches, gain commitment and review intranet resource	Workforce Director/OD team	Mar-19	G
1.6	Develop and support two peer supervision sessions for Trust Coaches	OD team	May 2019 & Sept 2019	A
1.7	Annual Recognition award ceremony	Yarringtons/OD team	Sep-19	A
1.8	Organisational adoption of Values in Practice agreement with supporting behavioural indicators	Workforce Director/OD team	Jul-19	A
2	Leadership Development			
2.1	Leadership Conference- The Power of Words	Workforce Director/OD team	Sep-19	A
2.2	People Managers 1 day workshop	Workforce Director/OD team	Jun-19	G
2.3	200 leaders have individualised development identified	OD team	Oct-19	A
2.4	Three cohorts undertaking leadership development programmes	OD team	Oct-19	A
2.5	1 Masterclass > 200 people - resilience and emotional intelligence	OD team	Jul-19	G
3	Psychological Safety			
3.1	Embed Human Factors Proposal to executive Directors re development of a Faculty for Human Factors, to include Commitment for clinical support through PA allocation: Awareness raising of Human Factors Human factors in the Team environment Practical application- what expertise is required to support patient safety team and Care group governance Systemic factors - active in use of serious incident investigations	Pete Jefferies/Paula Dabbs	May-19	R
3.2	Safer steps to surgery Value Stream Communicate the learning Support sponsor team as required	Cathy Smith/ Exec sponsor	ongoing	G
3.3	Launch strategic approach to Talksafe- 'Just saying' Learn from ITU test bed Pilot approach in scheduled care in harnessing the breadth of safety champions (includes all staff groups) in methodology and language Safety champions provide organisational learning Patient Safety and Governance teams trained in Talk safe methodology	Paula Dabbs/Pete Jefferies	Jul-19	A
3.4	Board Development session- Safety	Victoria Rankin	Sep-19	A
3.5	Learning from Excellence Increase use of paper template Work to develop a user friendly intranet form Identify coordinator through admin support (0.05 wte) Identify and work with teams who have identified a systemic issue to feed into Transforming Care Institute	Pete Jefferies/ Charlotte Banks	Aug-19	A
3.6	Launch Peer to Peer listening service	Paula Dabbs/Teresa Love	Apr-19	G
3.7	FTSU Recruit FTSU champions	Kate Adney	Apr-19	G
4	Innovation and change			
4.1	Link with Lean for Leaders programmes to build understanding on staff engagement as a Lean Leaders their role in driving improvements Staff engagement central to People board discussions Exemplar wards and baseline assessment uses engagement as a key indicator Link involvement and solution focused thinking	OD team	Jun-19	G
4.2	Commence partnership with Go MAD thinking (Go Make a Difference)	Workforce Director/Paula Dabbs	Mar-19	G
4.3	Executive Development session Go MAD	Workforce Director/Paula Dabbs	Mar-19	G
4.4	SLT development session (NEDs to be invited)	Workforce Director/Paula Dabbs	Apr-19	G
4.5	Guiding group meet bimonthly - 5 meetings	Workforce Director/Paula Dabbs	ongoing	G
4.6	20 Mastercoaches trained	Paula Dabbs	May-19	G

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5	STAFF ENGAGEMENT- specific to OD Plan (additional within staff survey plan)			
5.1	Use of staff App launch to harness feedback and pulse check on the question 'How was work today?'	Enagagment and enablement group	Jun-19	G
5.2	3 'How was work today' survey and analysis undertaken to test efficacy of interventions	OD team	Oct-19	A
5.3	One SaTH conversation to be held in summer (links with Health and WellBeing events)- date confirmed in October due to Exec avaiability and to include new exec team members	OD team	Jul-19	A
5.4	14 CEO Breakfast sessions- structure conversation to explicitly link actions on staff feedback -current pause on these (interim CEO decision)	OD team	Oct-19	A
5.5	A model of gaining increased feedback from staff eg Crowdsourcing . Initial approach through engagement champion network (100+) and narrative feedback through pulse	Executive team/ OD team	Jun-19	G
5.6	Recruit to Trust engagement champions	Engagement and enablement group/ OD team	Apr-19	G